



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



7 November 2005

MEMORANDUM FOR ALL MAJCOM COMMANDERS

SUBJECT: **"Lean across the Air Force"** -- Process Development and Improvement

We must find a way to generate savings within our constrained budget that can be applied to the pressing need of recapitalization. Our strategy will be a comprehensive effort to improve our work processes across our Air Force. We must set about this with a sense of urgency and involve the Total Force, top to bottom.

There are a variety of proven process improvement tools available to employ in this regard. But given the range and nature of the missions performed by the Air Force, this effort will need to rely primarily on the "Lean" concept, which includes the two predominate process attributes of doing it right the first time, as well as to stop doing non-mission critical tasks, and the more material related reduction of desk, stock room, and warehouse inventory. The benefits and potential of Lean has been clearly proven in our Air Logistics Centers, and in some Maintenance areas over the last 4-5 years. This approach to our business processes clearly shows our entire organization could benefit from Lean.

It is now time to expand this effort outside of the logistics arena to include *the entire Air Force*. This initiative is **"Lean across the Air Force"**

We must fundamentally change the culture of our Air Force so that *all Airmen* understand their individual role in improving their daily processes and eliminating things that don't add value to the mission. For such a comprehensive effort to be successful, it has to be led by commanders at all levels -- from the front.

You are requested to send your vice commander and an alternate to a two-day session to learn about deploying Lean across the Air Force. In this two-day meeting scheduled for 13 and 14 Dec 05, we want to develop a roll out plan for this initiative. We would ask that in advance you use the available knowledge base within each Command to get a head start in deploying Lean.

T. Michael Moseley
General, USAF
Chief of Staff

Michael W. Wynne
Secretary of the Air Force